



**VILLAGE OF SAYWARD  
COMMITTEE OF THE WHOLE  
MEETING AGENDA  
MAY 31, 2022 - 7:00 PM  
HYBRID TEAMS & OPEN MEETING  
COUNCIL CHAMBERS**

*The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded traditional territory of the K'ómoks First Nation, the traditional keepers of this land.*

**1. Call to Order**

**2. Introduction of Late Items**

**3. Approval of Agenda**

Recommended Resolution:

THAT the agenda for the Committee of the Whole Meeting of Council for May 31, 2022, be approved.

**4. Petitions and Delegations**

a) Mary Ruth Snyder, Executive Director, Campbell River Chamber of Commerce

**5. Correspondence**

a) Kathryn Kolaczek, CEO Alchemy Communications, [kathryn@alchemycommunications.ca](mailto:kathryn@alchemycommunications.ca), May 24, 2022, Email re: Communications Support and examples of cases studies

**6. Council Reports**

a) Verbal - Councillor Tom Tinsley, re: UBCM Conference and potential appointments with Premier Horgan, Cabinet Ministers and the Minister of Municipal Affairs

**7. Reports of Committees - None**

**8. Unfinished Business - None**

**9. Staff Reports**

**a) Committees, Portfolios and Representation**

Recommended Resolution:

THAT Council, review all current committees, groups, and representation to determine relevancy and review and discuss, then deliberate needs for committees, groups, representation, and portfolios; and,

THAT after full review of committees, groups and representation Council directs staff as to the drafting of Terms of Reference, Service Agreements, Letters of Support, Contracts,

and other pertinent documentation so there is clarity and understanding for both Village and any committee, group, or representation.

**10. New Business - None**

**11. Public Question Period (maximum 15 minutes)**

**Mayor:** "The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address."

**12. In-Camera - None**

**13. Adjournment**

**Lisa Clark**

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**From:** Kathryn Kolaczek <kathryn@alchemycommunications.ca>  
**Sent:** Tuesday, May 24, 2022 10:37 AM  
**Subject:** Thank You!  
**Attachments:** BLOG - How Listening to your Community Can Help Navigate.pdf; BLOG - Municipal Community Engagement Strategy.pdf; BLOG - Why Municipalities Need Effective Marketing & Communications Strategies.pdf; BLOG - Updating Your Municipal Crisis Communications Strategy for a Changing World.pdf; BLOG - Why Your Council May Need Media Training.pdf; CASE STUDY - Media Monitoring.pdf; CASE STUDY - Municipal Crisis Communications.pdf; CASE STUDY - Municipal.pdf; CASE STUDY - Social Media Pressure Points Identification Chart.pdf; CASE STUDY - Water Utility.pdf; EBOOK - Crafting an EDI Statement for Your Organization.pdf; EBOOK - How Municipalities Can Use SM for Crisis Comms and Emergency Management.pdf; EBOOK - How to Confidently Lead Your Municipality in a Crisis.pdf

Hi there,

My name is Kathryn, I'm the CEO of Alchemy Communications. I wanted to personally thank you for attending our Alchemy Communications workshop. I hope you found it informative and were able to apply the learnings within your role.

For more background on Alchemy Communications, we're a high-stakes strategic communications agency specializing in rural municipalities.

We're currently working with the Town of Drumheller on their Flood Mitigation Project and the Town of Redcliff on a proposal for an accessible playground.

If your municipality is in need of communications support, whether it be high-stakes communications, community outreach & engagement, or public & media relations, my team and I at Alchemy are prepared to develop and execute a plan that will engage, inform, and promote your municipalities goals.

Additionally, please find attached some municipality-related resources that Alchemy has put together. The resources include case studies, blogs, and e-books.

If you would like to discuss an opportunity to work together, please feel free to email me back, or call me at (403) 819-2547.

Thank you for your time,  
Kathryn



## STAFF REPORT

**To:** Mayor and Council  
**From:** Jason Johnson, CAO  
**Subject:** Committees, Portfolios and Representation  
**Meeting date:** May 31, 2022

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### BACKGROUND

Effective policy governance can be either aided or inhibited by committees, external agencies, boards and standing committees. The determining factor as to whether committees add value is the expectation of Council in establishing or continuing such bodies. What was/is their purpose? Has Council received good advice from these committees over the last year? Do they meet regularly? Do they respect the Council, to whom the committee reports? Does Council invite their chairs to a meeting with Council, or can Council function for a year and never hear from them? (Effective Policy Governance, George B. Cuff)

A review should take place not less than annually of all committees, boards, and representation of various groups and this may entail the following measures:

1. Effectiveness. What was achieved against goals for the past year or two. Did the outcomes match the direction given to the committees? Was the work done efficient, timely and works to advance Village priorities or strategic planning? Did the group or committee rise to points agreed to in the Terms of Reference or other such agreement?
2. Attendance. Did the committees or groups meet regularly and was there consistent attendance? Is there a clear and concise group that meets as established?
3. Reporting. Were updates on activities, financials, goals, timelines, projects, or initiatives brought to Council and if so, done effectively, in a timely manner and accurate?
4. Purpose. Is there a need for the committee, group, or representation or is this a carry over from previous years or Councils? Is there need for a new committee or group?
5. Appointments. Is the appointed representative meeting regularly with the established group or committee and bring information back in the form of council reports?

Committees (select and standing), Public Advisory Committees, Focus Groups, Task Forces and Volunteer Groups can work to advance specific goals, tasks or projects in an efficient and timely way adding to the bandwidth of staff if setup to do so but can also hamper this process if not set up concisely.

Council should review the Strategic Plan, have a good understanding of projects and priorities planned and underway, and then be in a good place to determine needs for committees, focus groups, task forces and relationships with other organizations.

With certainty, if Council resolves to form a committee or recognizes that a scope of work or task is best served by a specific working group, a Service Agreement is drawn up, signed by both Village and Committee or Group with Terms of Reference, and all conditions, measures for success, costs, duration of contract, authority to act, limitations and ending date of Service Agreement and any other pertinent information clearly laid out.

**Village of Sayward- Current Appointments:**

*Currently the Village of Sayward has one (1) active Service Agreement recognized and that is with the Sayward Royal Canadian Legion for the running of the Share Shed for 2022. No other agreement is in place notwithstanding regional districts.*

On February 1, 2022, Council approved the following appointments:

**MOTION S21/19**

**MOVED AND SECONDED**

- 1.) THAT Mayor Mark Baker be appointed to the Strathcona Regional District Board and Councillor Sue Poulsen be appointed as alternate; Cllr Poulsen to attend the Comox Strathcona Regional Hospital District Board and the Comox Strathcona Waste Management Committee.
- 2.) THAT Councillor Wes Cragg be appointed to the Sayward Community Tourism Committee and Councillor Tom Tinsley be appointed as alternate.
- 3.) THAT Councillor Norm Kirschner be appointed to the Community Garden Portfolio and Councillor Wes Cragg be appointed as alternate.
- 4.) THAT Councillor Sue Poulsen be appointed as the Healthy Communities and Age Friendly Representative and Councillor Wes Cragg be appointed as alternate.
- 5.) THAT Mayor Mark Baker be appointed to the First Nations Relations and Community Forest Committee and Councillor Wes Cragg be appointed as alternate.
- 6.) THAT Councillor Norm Kirschner be appointed to the Mid Island Forestry Lands Advisory Group.
- 7.) THAT Councillor Sue Poulsen be appointed as Deputy Mayor.
- 8.) THAT Mayor Mark Baker be appointed the Council representative on the Sayward Futures Society Board.

**CARRIED**

On April 5<sup>th</sup>, Council approved the following changes to Council Appointments considering the resignation of Councillor Wes Cragg:

**MOTION R22/66**

**MOVED AND SECONDED**

THAT Council accept Councillor Cragg's resignation effective April 8, 2022; and,

THAT Council waives a by-election in accordance with Section 54 (3) of the *Local Government Act*; and,

THAT the following Committee appointments take effect April 9, 2022:

Tom Tinsley as the primary for the Sayward Tourism Committee, Mayor Mark Baker as Alternate.

Councillor Sue Poulsen as the alternate for the Community Garden Portfolio.

Mayor Mark Baker as the alternate for the Healthy Communities and Age Friendly Representative.

Councillor Tom Tinsley as the alternate for the First Nations Relations and Community Forest Committee.

**CARRIED**

## **DISCUSSION**

The current list of Boards and groups that staff feel do not need adjustment is

Strathcona Regional District Board (Mayor Mark Baker, Deputy Mayor Poulsen alternate)

Comox Strathcona Regional Hospital District Board (Deputy Mayor Poulsen - no alternate)

Comox Strathcona Waste Management Board (Deputy Mayor Poulsen - no alternate)

Mid Island Forestry Lands Advisory Group (Councillor Kirshner (appointed but not attending), Jason Johnson)

***That said, is attendance regular and is information brought back to Council?***

Staff recommend the following Groups for Council Consideration:

*(Note that in all cases each group would also concentrate on grants and funding)*

### **1. Infrastructure Task Force or Committee (Standing or Select)**

*Staff feel the most important task for the Village to accomplish would be to ensure it is "shelf ready" for grant funding. What can easily derail a grant application is missing studies, information, or deadlines because data is not available. If all data is collected and ready to be pulled in the event of suitable funding, the Village is well positioned to be awarded funding and therefore embark on major capital projects.*

*Subgroups to this could be:*

- a) Sewer and wastewater treatment*
- b) Drinking water and water treatment*
- c) Linear Water*
- d) Linear Sewer*
- e) Roads*
- f) Buildings*
- g) Fleet management*
- h) Wharf \*\*\**

*\*\*\*The wharf is owned by Sayward Futures. If money was invested in engineering studies for short-, medium- and long-term planning and all data and planning was done, there is currently major infrastructure funding available. Short term could focus on repairs and maintenance,*

*medium could look at building out the wharf to support more infrastructure and long could see shops and other activity built on the wharf. Partnering with other players for development would enhance a grant application (example may be operators to provide tours to York Island, aquaculture surveys to see what is possible and what it would take in terms of investment, transportation partners that may want to use the wharf and possible businesses. Perhaps address floating accommodation as an example).*

## 2. Emergency Preparedness Committee (Select Committee)

*It is important that the Village of Sayward is prepared for emergencies and that work is done to ensure that evacuation routes are well mapped out and maintained, that people are appointed to handle varying aspects of emergency operations and communication and there is continued focus on equipment and keeping current.*

*Subgroups to this could be:*

- a) Marine Emergency and Spill Response*
- b) Evacuation Routes/ Roles and Responsibilities*
- c) Emergency Communications Strategy*

## 3. Events Committee (Select Committee)

*While there were several events in the Village of Sayward, it is also clear that there are no longer volunteer pools to help manage these events or help in planning. There is risk of some events being cancelled considering inability to plan and staff.*

*Subgroups to this could be:*

- a) Sayward Valley Folk Festival Focus Group (Public advisory group)*
- b) Archives, Arts and Entertainment Focus Group (Public advisory group)*
- c) Local Events Focus Group (Public advisory or organizers) Oscar Daze, Chilli Cook off, Tour de Rock, Canada Day, Christmas Parade etc.*
- d) Kusam Klimb Committee (Service Groups, organizers, and volunteers)*

## 4. Parks and Recreation (Select Committee)

*Subgroups to this could be:*

- a) Trail Network Advisory Group (public advisory)*
- b) Kelsey Centre Advisory Group (public advisory)*
- c) Seniors Steering Committee (public advisory)*

## 5. Economic Development (Select Committee)

*Subgroups to this could be:*

- a) Tourism Advisory Group (Public and local business)*
- b) Accommodations Task Force (to gather data for inventory and maintain)*
- c) Agritourism Advisory Group (local farmers and business)*
- d) Wharf Task Force (Sayward Futures, business and public)*
- e) Accessibility Task Force (Public Advisory and third party)*
- f) Boundary Expansion Task Force*
- g) Housing Task Force*
- h) Building, Zoning and Subdivisions and Special Development Permits Task Force*
- i) Kelsey Bay Working Waterfront Task Force/ Advisory Group*
- j) Climate Change Task Force (this could even be its own committee)*
- k) Agriculture and Local Food Security Task Force*

Currently the Village of Sayward has several committees, groups and portfolios that have either not allegedly met recently, have disbanded during the pandemic, and/or have no current Terms of Reference or Service Agreement on record with the Village.

There are other portfolios that may no longer serve a purpose:

- Community Garden Portfolio (no defined group or meetings)
- Community Forest Committee (there has not been a committee formed or regular meetings that take place to the knowledge of the staff).
- Age Friendly Representation. There is no group or defined Seniors Steering Committee that may fall into the Age Friendly category. A defined steering committee however is recommended.

### **Events:**

It should also be noted that there have been some events in Sayward have historically been championed by volunteers and/ or committees. Staff do not know if these events are still championed by those who have historically done so nor have means to understand this.

As was in the case of Oscar Daze, it is incumbent on organizers of events to present their proposals to Council year over year for approvals/permits and special approvals if necessary. Tour de Rock as an example of an important community event however staff has found no current local organizing committee/group or champion, and organization cannot fall to staff to facilitate event planning. Council should review the historic community events for the Village of Sayward and advise staff how to proceed accordingly, developing policy for the process of permitting, park use and asset utilization.

Not having defined agreements in place with groups, committees or representation with the Village is causing both gaps and overlap in some work undertaken by staff or planned and with certainty, is causing frustration for some groups, committees or representation that is operating under the belief they have full authority to do so. In some cases, groups, committees, or representation may be acting on behalf of the Village currently without legal means to do so.



## **RECOMMENDATIONS**

THAT Council review all current committees, groups, and representation to determine relevancy and review and discuss, then deliberate needs for committees, groups, representation, and portfolios; and,

THAT after full review of committees, groups and representation, Council directs staff as to the drafting of Terms of Reference, Service Agreements, Letters of Support, Contracts, and other pertinent documentation so there is clarity and understanding for both Village and any committee, group, or representation.

Respectfully Submitted,

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Jason Johnson  
CAO